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2 October 1970

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report, Project USEFUL No. 16,
21 - 25 September 1970

SUMMARY

1. The sixteenth Project USEFUL was presented successfully. All the 47 military officers attending felt that it achieved its objective and was of value and interest to them. Despite this, there was a recurrence - in more emphatic form - of comments made last year that indicate we should reevaluate this activity. Some of these comments and the questions we should consider in connection with them are noted under the heading of "Critiques," below. Relevant recommendations appear at the end of the report. A copy of Project USEFUL No. 15 Course Report is attached.

2. MPS/PSG assisted materially in conducting the liaison with JCS/SACSA on arrangements, and in providing an officer on duty at all times during the course in 1A-07 to assist the Coordinator and to arrange participants' contacts with Agency personnel. C/MPS/PSG spoke on CIA-Military Relationships in War and Contingency Planning.

3. The administrative, support, and security arrangements were handled efficiently by all concerned. The USEFUL Training Assistant, [REDACTED] was an invaluable aide. A number of the participants commented on her prompt, courteous and efficient help to them.

4. Copies of the USEFUL Program, a participant list, and the critiques are attached.

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PARTICIPANTS

5. The 47 participants included 10 colonels, 6 captains (USN), 20 lieutenant colonels, 4 commanders, 1 lieutenant commander, and 6 majors. Thirty-six of these were from commands within the continental United States and 11 from outside.

6. The specific interest, assignments, and knowledgeability of the participants were diverse. Although the interests can be divided broadly into those concerned with intelligence and those in operations, there were many specific areas of interest within these categories. For example, on the intelligence side there were officers from DIA, OACSI, A-2, and N-2 in various commands, etc., while in operations there were officers concerned with UW, Special Plans, Counterinsurgency, Electronic Warfare Operations, and the like. In addition, the participants' prior knowledge of the Agency varied greatly. Some had worked with the Agency for years and knew one or more aspects of its activities well; others knew very little.

CRITIQUES

7. The participants' critiques and the comments they made informally and from the floor reflected this diversity of interest and knowledge. Although all found the program worthwhile, those with long experience in intelligence deplored what was to them the very basic approach presented in this field and expressed interest in a much more in-depth discussion. While many of those were concerned primarily with operations appreciated the talks on intelligence, they felt that they did not get enough specifics on operations. Those who had worked with the Agency for years felt that they should have been given more information on Agency functioning, while those who knew little were pleased with what they were told. The consensus was that the program was an excellent orientation, but there should have been an opportunity to obtain answers to specific questions and there should have been discussion of the specific ways in which the Agency and the Military can cooperate. In this connection, one participant proposed, and the Executive Director-Comptroller agreed, that selected participants be put in touch with Agency officers with whom they share a specific functional interest.

8. A number of the participants recommended that the program be reduced to three days, by the elimination of broad briefings, situation reports, and the like.

9. These comments raise a number of questions. Given the diversity of interests and knowledge among the participants, is it worthwhile to continue USEFUL in its present form? Would it not be preferable to expand the participation in the present two-day JCS/DIA to accommodate those who would otherwise attend USEFUL? How can we best accommodate to the proposal for participant contacts with their Agency counterparts?

RECOMMENDATIONS

10. Drop Project USEFUL. Expand participation in the present JCS/DIA orientation. Increase the number of JCS/DIA presentations from two to three or more per year.

11. Include in the JCS/DIA orientation a panel of Directorate officers concerned with liaison with the Military. Arrange that this panel note our extensive role in training and briefing the Military, identify the Agency representatives at the various military commands in CONUS and abroad, and discuss the ways in which participants can obtain answers to specific questions.

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Program Coordinator

Attachments:

- A. Course schedule
- B. Participant List
- C. Course Report, Project USEFUL #15
- D. Critiques (retained in OTR)

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Original - DTR

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